

2003 - 2005 Program Report

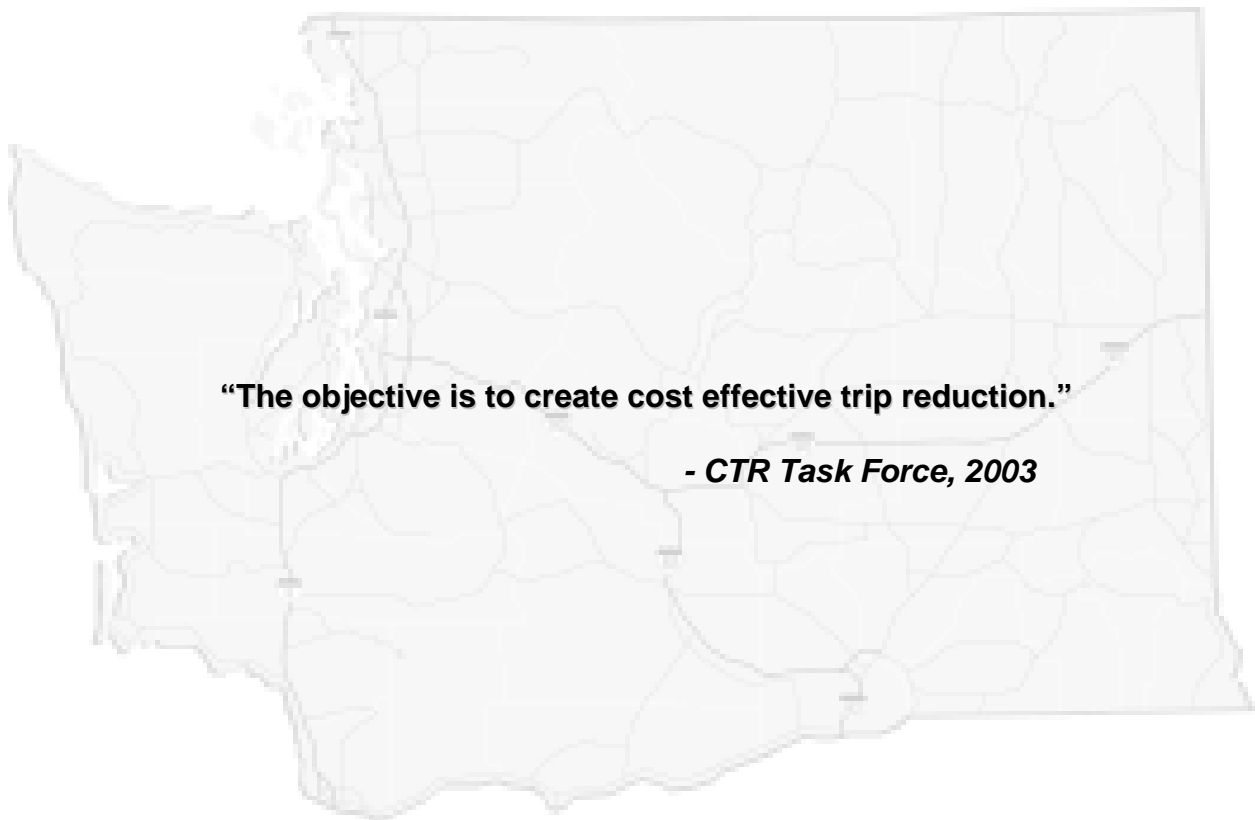


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The 2003 – 2005 CTR Performance Grant Program

Summary

The Washington State Legislature created the CTR Performance Grant Program in 2003 to encourage entrepreneurs, private companies, transit system, cities, and non-profit organizations to provide services to employees that result in fewer vehicle trips arriving at worksites.

The grant program created cost effective highway capacity by paying the contractors for the trips they reduce and by reimbursing startup costs — up to fifty percent of the awarded funds. Unlike many grant programs, however, the balance of the amount awarded to each winning project was distributed based on performance.

Grant Awards

Grants were awarded on a competitive basis to private employers, public agencies, nonprofit organizations, developers, and property managers who provided financial incentives to their own or other employees for ridesharing, public transportation, nonmotorized transportation, telework, and alternative work schedules, as a part of their proposal, and who reduce the number of vehicle trips and miles traveled for commuting. A total of 33 projects were granted awards. Twenty-nine projects were completed (details are on the following pages).

Program Summary

Of the 29 projects that were completed:

- 14 exceeded their goal
- 7 made at least 50% of their goal
- 4 did not meet 50% of their goal
- 4 showed an increase in vehicle trips
- The program reduced a total of 5,150 daily trips and a total of 1,285,250 vehicle trips for the year
- At a cost of 97 cents per trip
- The overall program goal was exceeded by 41 percent
- The total award amount paid was \$1,245,725.30 including a bonus amount of \$161,508.20

Top Two Projects

Below are details of the top two projects, and what helped to make them successful.

1) Spokane County's CTR Tracking Calendar at "MyCommute.org" Project

Project Purpose

To provide a user-friendly, online system to capture data on employees, and to encourage drive alone commuters to try one of the many commute options. This on-line calendar allows for the collection of data every month, creating a better picture of the frequency that employees are using the various commute modes than an annual weeklong snapshot.

Project Results

- Award amount - \$99,000
- Projected daily trips reduced – 254
- Actual daily trips reduced – 985 or 388%
- Amount per trip - \$119.80
- Total grant amount including bonus - \$118,800

Tools for Success

- Incentives were used to entice employees into trying an alternative. Incentives included:
 - Visa cash cards ranging from \$10 to \$50 for participants
 - Three Grand Prizes of \$500, \$1000, and \$1500 for participants
 - Three \$500 cash card prizes offered to ETCs who participate
- Participants were required to complete the on-line commute calendar in order to be eligible to receive incentives.
- Staff was available to visit worksites to train and assist employees on how to fill out their on-line calendars. This assistance was a very valuable tool for the ETCs in encouraging employees to register.
- Information and assistance was also provided at:
 - Brownbag lunches
 - Transportation fairs
 - Benefits fairs
 - Staff meetings

"We felt confident that once an employee saw how easy it is to fill out the online calendar, along with a chance to win prizes, they would become a consistent user. This project helps support true, on-going data, not just a snapshot. This data will also assist with shaping CTR programs not only at the worksite level, but also for services offered by the Spokane County CTR Office. With limited funding, we are always looking for ways to improve the services we provide to the CTR-affected worksites. The data collected can help provide our office valuable information to help improve employer programs."

- Spokane County CTR Office

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- The online calendar allowed ETCs to track employee participation, helping to justify cost and time spent on CTR activities, and gain management support.
 - Online summaries provided current usage, pounds of pollution saved and the cost savings for each individual employee.
- The online calendar provided immediate feedback

Project Sustainability

Several campaigns were launched during and after the project period. Below are two examples that help to illustrate how a project like this can be continued after the project contract is completed.

The 2004 “Smart Moves – Smart Options” Campaign

The grand prize of the Smart Moves – Smart Options campaign was a trip to Hawaii. This was the main reason why employees were willing to try a commute alternative and register on-line. ETCs *overwhelmingly* said that it was the chance to win the trip that motivated their employees to participate.

- The Smart Moves – Smart Options campaign had the highest number of participants in any campaign ever held in Spokane County.
- Participants that registered and used mycommute.org numbered 4,648 for a 31% increase over 2004.

Summer Solutions for Cleaner Air Campaign

On June 1, 2005, the Spokane County CTR Office implemented their Summer Solutions for Cleaner Air campaign using the “MyCommute.org” on-line calendar. A number of prizes are being offered during June, July and August. During months when there is no formal promotion, businesses are solicited to sponsor the website or provide prizes.

The Spokane County CTR Office is researching new ways to enhance the current program so they can apply for Trip Reduction Performance Program funds (formerly CTR Performance Grant) in the fall of 2005.

Incentives included:

- Clothing
- Picnic sets
- Biking gear
- Beach gear
- Camping gear
- Barbeque grills
- Gift certificates
- Gardening tools
- Travel safety kits
- Monthly bus passes
- Dinner and a movie
- Motel accommodations
- Trips for two to locations, including Leavenworth and Orcas Island

2) City of Redmond's Employer Commute Trip Reduction Incentives – Reward for Performance

Project Purpose

The City of Redmond partnered with King County Metro and the Greater Redmond TMA to provide performance based incentives to employers for reducing the number of vehicle trips to their Redmond worksites, as well as for maintaining those trip reductions into a second year.

"We identified one major issue that limited our program's ability to attract small employers. Small employers are not as likely to participate in this project because the costs of legal review (for contract purposes) tended to be greater than the potential reward from the project. Providing some mechanism for smaller employers to pool legal resources may extend the projects reach to more than just the larger Redmond employers."

- City of Redmond

Results

- Award amount - \$123,000
- Projected daily trips reduced – 300
- Actual daily trips reduced – 1,032
- Amount per trip - \$143
- Total grant amount including bonus - \$147,600

Tools for Success

- Incentives were used to entice employees into to trying an alternative
 - During the first and second year of the program participating employers were rewarded \$300 for each trip reduced
 - The employer will also receive an additional \$150 for each reduced trip that is maintained into the second year
 - A total of \$97,779.50 in incentives was given to employers for their reduction in commute trips

Project Sustainability

Funds received from the grant project as well as local funds will be used to continue the project for at least another two years, with a new round of employers signing up this September for a two-year program.

The Remaining 27 Completed Projects

Descriptions, individual results, and feedback

In April 2004, the Washington State Department of Transportation awarded ten projects under the state's first round of CTR Performance Grants. In June 2004, twenty-three projects were selected under the second round. The 33 projects proposed to collectively reduce more than 4,400 annualized drive-alone commute trips. Four organizations were unable to implement their projects. They are:

- | | |
|------------------------------------|--------------------|
| 1) Harborview Medical Center | 3) Safeco |
| 2) Commuter Challenge (one of two) | 4) Alaska Airlines |

The following are descriptions of the 27 remaining projects that were completed as well as individual project results, and contractor feedback.

CTR Performance Grants — Round 1

3) City of Issaquah – Issaquah Trip Reduction Incentive Program

The Issaquah Trip Reduction Incentive Program was designed to provide incentives for employers to educate and promote “salmon-friendly commuting alternatives” to their employees. Through several phases of outreach, employers were encouraged to participate and learn about commuting options. Participants who completed the program were rewarded \$500.00 and participating businesses that successfully reduced trips were rewarded with \$200 per annual vehicle trip reduced. The goal of this project was to reduce 87 annual vehicle trips. The award amount was \$34,453.

Project results:

This project exceeded the projected goal by reducing 201 trips. The City of Issaquah was reimbursed for startup costs, received performance funds, and a bonus for exceeding their goal.

Contractor feedback:

The project timeline should be longer to accommodate different business financial structures and calendar budget years. The number of businesses who were interested but couldn't participate because of the short timeline demonstrated a trend that indicated that if the timeline was longer the opportunities for their employees to participate in outreach events and promotion opportunities would increase. Associating businesses together could enhance the project. In some areas where several businesses are clustered together it would have been effective to have a way to offer incentives to a “group of businesses”. The project really required a team and without our King County Metro partners our project wouldn't have been as successful.

4) City of Seattle – Ticket to Ride

This project proposed to enhance the City of Seattle's existing transit subsidy program by offering increased subsidies to first-time transit users. The project goal was to reduce 100 annual vehicle trips. The award amount was \$10,000.

Results:

SOV trips were actually increased during the project timeframe. The City of Seattle was reimbursed for startup costs.

Contractor feedback:

The final project report was not submitted. WSDOT did not receive feedback from the City of Seattle.

5) City of Shoreline – The Shoreline Commute Trips Program

This project provided financial incentives to encourage and motivate multi-modal commuting, with particular emphasis on promoting bicycle commuting on the Interurban Bike Trail. This project's goal was to reduce 35 annual vehicle trips. The award amount was \$16,000.

Results:

This project reduced 21 trips. The City of Shoreline was reimbursed for startup costs and received a portion of their performance funds.

Contractor feedback:

Experienced some difficulty processing forms from all the various organizations that were taking part in the project. There was some difficulty with surveys and processing incentives [mostly an internal struggle].

6) Duwamish Transportation Management Association – Duwamish CTR Initiative

Building on an existing partnership, the Duwamish Transportation Management Association and King County Metro provided financial incentives to employers that promoted CTR services to their employees. The project goal was to reduce 245 annual vehicle trips. The award amount was \$112,700.

Results:

This project exceeded the projected goal by reducing 319 trips. The Duwamish TMA was reimbursed for startup costs, received the performance funding portion of their award, and a bonus for exceeding their goal.

Contractor feedback:

This program was effective in engaging both large and small employers. We attribute that to the importance of a multi-modal program in the Duwamish for Effected Employer work sites. Emphasis on single CTR modes (e.g. van pools) as recently as one year ago, was not as effective getting new participants. Another contributing factor was financial incentives for employers. They were an effective motivator to get small, non-effected employers to administer the program. We note that most of the Employer Awards will be used for company parties, rather than administration cost defrayment.

There was more administrative burden for a multi-modal program than anticipated. More time and tools for a web-based system needs to be implemented at the beginning of the Program, going forward. A multi-incentive level program is financially unpredictable for the program administrators (in this case the Duwamish TMA & METRO), coupled with the “pay at the end” grant structure. A small business, or non-profit, takes a financial risk, if the program turns out to be effective (i.e. successful). The start-up and shutdown over the short period of this Grant was disruptive. Start-up of a project takes time – scoping and marketing. The momentum developed through Outreach also takes time. The “work site buzz” over a project (i.e. seeing colleagues reap \$\$ benefits causes people to ask how they can get in on the project) also takes time. After 4 months we saw a tremendous up-swing in participation and were forced to start talking about shutting down the project at the same time. A longer performance period would allow momentum for a project to develop.

7) King County – Kent Regional Justice Center Parking Management Demonstration

The Kent Regional Justice Center Parking Management Demonstration was designed to enhance the existing Employee Transportation Program by implementing a parking management program and launching an aggressive awareness and promotional campaign to reduce drive-alone commute trips. As an incentive for carpools and vanpools, personalized and reserved HOV spaces were located on the “Employees Only” level of the parking garage. Another incentive for using a non-SOV commute mode included a monthly drawing for Visa gift cards. Employees were entered into the drawing once for each time they use a non-SOV commute mode that month. Security and Employee Transportation Coordinators at this site assisted in parking enforcement. King County contracted with Rideshare Operations to conduct transportation events to promote this project. Rideshare Operations also provided personalized ridesharing formation assistance. The Employee Transportation Program created and distributed promotional information

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materials. Employee Transportation Coordinators at the site helped in distribution and promotion of this project. The project goal was to reduce 57 annual vehicle trips. The award amount was \$25,500

Results:

SOV trips were actually increased during the project timeframe. King County was reimbursed for their startup costs.

Contractor feedback:

One of the key participants needed to for this project left before the project was implemented and we had difficulty in getting others to follow through on their original commitment. This caused a significant delay in implementing this project. Lack of support and commitment from critical partners in Facilities Division for this project also caused problems. We experienced miscommunication on commitments from support staff. The baseline and progress measurements were conducted by two different entities resulting in different distribution rates. Results were surprising and the question has been raised whether the difference in distribution methods contributed to the survey results, causing an inaccurate measurement. King County conducted the baseline survey; City of Kent conducted performance survey.

Lessons learned: Get commitments from participating partners up front and in writing. Be clear about what is expected from support staff before commitments are made. Create a consistent measurement for both baseline and performance.

8) Skagit Council of Governments – Targeted Vanpool Incentive Program

This project will use education, promotion, and incentives to increase the number of vanpools operated by Skagit Transit from seven to thirteen. The project goal was to reduce 120 annual vehicle trips. The award amount was \$55,400.

Results:

This project reduced 71 trips. The Skagit Council of Governments was reimbursed for startup costs and received a portion of their performance funds.

Contractor feedback:

The final project report was not submitted. WSDOT did not receive feedback from the Skagit Council of Governments.

9) Spokane County – Commuter Solution: A Voluntary Program

This project proposed to expand and enhance transportation partnerships between public agencies, property managers, and business groups by developing targeted marketing tools emphasizing the sound business reasons to participate in trip reduction programs.

The voluntary CTR program has been thriving for over seven years now. First known as the “The Drive for Clean Air Downtown” then evolving in 2001 to Commuter Solutions, it now incorporates voluntary worksites throughout Spokane County. With 19 actively-participating companies with 23 worksites involved (2003 count) involving approximately 1271 employees, Commuter Solutions continues to grow and strengthen as these voluntary worksites promote and spread the word about commute trip reduction.

The existing and newly targeted employers and their employees received one-on-one assistance. This one-on-one assistance is the key to any successful CTR program because we are not selling widgets, we are selling a behavioral change that requires the human touch to succeed. A lot of businesses have parking concerns, which is a key issue that was being addressed, along with parking management strategies and the use of commute alternatives.

Additional strategies that were used included ridematching, promotional events, presentations and other services designed to encourage and promote the use of commute alternatives. In addition, employers who agree to join the program were eligible to utilize the many products and services offered including quarterly promotional campaigns, training opportunities, marketing materials, Guaranteed Ride Home, parking signage, employee home locator maps and ridematching services. Spokane Transit services, including fixed-route transit, the employer pass subsidy program and vanpool services were jointly marketed as part of this program.

We continue to recruit non-participating employers in order to expand the program and increase trips reduced. Initial work to form vanpools and carpools offered immediate benefits to new employers and encouraged their participation in the program. The project goal was to reduce 220 annual vehicle trips. The award amount was \$88,000.

Results:

This project reduced 192 commute trips. Spokane County was reimbursed for startup costs and received a portion of their performance funds.

Contractor feedback:

In all fairness, the WSDOT CTR staff had little time to implement the first (and second) round of grant applications and was extremely short-staffed.

This was a totally new project and not enough time was given to completely think through all the different tasks and calculations that were involved. With that said, what is needed is more implementation time and consistent information from the WSDOT staff. I believe that the CTR Performance Grant program is going to have very mixed results because the formula we were given to calculate the trips reduced was not correct and consistent with applicants. The first round formula to calculate annualized trips was not the same formula given to the second round of applicants. The calculations were very confusing and because of that, we were not successful in reaching our goal with this grant because of the misinformation.

Also, it seemed that the guidelines were different based on individual interpretation of the program. We need to make sure we all understand and are given the same guidelines, formulas, etc. in the next round of CTR Performance Grant applications.

Again, I must reiterate that we feel that this project has been a success given the numbers we achieved with the number of employees in the voluntary program. If I had had the correct formula for the costs of the trips, I would have estimated the costs differently which would have reflected in the original application.

10) Unico Properties and Flexcar – Partnering for Mobility Options and Trip Reduction

This project proposed to encourage businesses to purchase King County Metro's Area Flexpass and to become members of the Flexcar car-sharing service. This project is expected to reduce 140 annual vehicle trips. The award amount was \$96,600.

Results:

This project reduced 43 commute trips. Unico Properties was reimbursed for startup costs.

Contractor feedback:

The final project report was not submitted. WSDOT did not receive feedback from Unico.

11) Yakima Transit – Vanpool Service for Washington Beef

This project focused on building support for vanpooling in a multi-cultural workforce commuting to a remote industrial location. The goal was to educate, solicit and recruit Hispanic Yakima Valley employees at Washington Beef, LLC to participate in our vanpool program. Vanpooling is a foreign concept to this culture; so our hope was to establish at least one van to show their employees (and management) that this commute option does provide

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many benefits including a reliable workforce arriving on time, the need for less company parking spaces and the obvious cost savings from Ridesharing.

We targeted employees that lived north of the Ahtannum Ridge in the Union Gap, West Valley and Yakima areas that would result in a one-way trip of at least twenty miles.

Other savings would include fuel usage, less environmental impacts, maintenance (on personal vehicles) and lastly, economics. A second vanpool has since been added with another now being considered. In addition, Washington Beef has contacted our eastern neighbor (Ben Franklin Transit) to explore the possibility of starting a vanpool from that area. This project's goal was to reduce 37 annual commute vehicle trips. The award amount was \$16,700.

Results:

This project reduced 16 commute trips. Yakima Transit was reimbursed for startup costs.

Contractor feedback:

Vanpooling is a universal methodology for getting to the worksite; whether it is white or blue-collar employees, everyone equally benefits. It does take extra effort to introduce a new concept, but in the end it was a win/win situation for all involved.

CTR Performance Grants — Round 2

12) City of Bellevue – Bellevue Area Flexpass Distribution Incentives

The Bellevue Area FlexPass Distribution Incentive Program provided cash rebates to first-time Bellevue Area FlexPass customers for distributing FlexPasses to their employees. FlexPass has been shown to induce a mode shift to transit at Bellevue worksites, and this program sought to increase the penetration of FlexPass within the Bellevue market by rewarding employers for distributing FlexPasses to their employees. The Program included FlexPass marketing and two measurement surveys. The project proposed to reduce 150 annual commute vehicle trips. The award amount was \$55,000.

Results:

This project reduced 29 commute trips. The City of Bellevue was reimbursed for startup costs.

Contractor feedback:

FlexPass continues to be an effective trip reduction tool in Bellevue. The rebate was a decision-making factor for employers when considering purchasing FlexPass, and was a deciding factor for some participants.

Effective FlexPass marketing requires sustained effort, and limited-duration marketing efforts limit the sales potential of the product.

13) City of Seattle Dept. of Transportation – One Less Car" Challenge for Business

This project proposed to reduce SOV trips to Seattle urban centers and business districts by providing employees with financial incentives and information on the cost of car ownership and how to maintain their mobility without a car. Commuters who reduce driving to work two to five days per week on average and commit in writing to this change for a year receive a cash card worth \$80 to \$200 plus a \$54 bus pass voucher. Any who drive alone to work to or from Seattle *before* they hear about the program are eligible. Participants must complete the following steps: a) Complete an on-line application, including a reference at work whom we can contact for verification of participant's commute behavior, b) complete a before survey, then change their commuter behavior, then complete an after survey, and c) sign a contract which states the number of days per week they have reduced their SOV commuting and which states that they commit to continue this new commute behavior for one year. This project proposed to reduce 98 annual commute vehicle trips. The award amount was \$44,714.

Results:

This project exceeded the projected goal by reducing 99 trips. The City of Seattle DOT received startup costs, the performance funding and a bonus.

Contractor feedback:

Our target audience was any SOV commuter commuting to or from Seattle to any company. The best promotion methods to reach commuters at many workplaces throughout the city were the direct delivery of flyers to smaller businesses and coordination with ETC's at the larger businesses.

We invested a sizable portion of our time trying to reach small businesses by working with our Economic Development department, talking directly to chambers of commerce, speaking at chamber events and inserting flyers into chamber newsletters. Over the years we have heard that small businesses don't have the resources of the big companies to get their employees to drive less to work. This program responded to that issue because it was a way for small employers to promote an attractive incentive to their employees without the employer having to pay anything or track any of the participants. We hoped that small business owners would promote the program to employees, but we did not see many results from this effort. This reinforces the City's previous TDM experiences with business districts where we discovered that someone other than chamber members must provide the staffing to operate a small

business district TDM program. It was disappointing but understandable that small business owners generally do not have time to let employees know about such a program. As a result, we spent more time on promotion than expected.

We were not able to receive the database support we desired in time for the launch of the program. Therefore, we relied on a basic email form to collect data. This required that each application, before survey and after survey had to be copied and transposed by hand into a spreadsheet for tracking purposes. With 250 participants, this resulted in many hours of additional work.

We had many participants saying, "the program is great," "thanks for what you do," "you should do more things like this," "I stopped driving – this program works." If we had more time and funding, we could easily continue the program and get more people to participate.

A handful of people complained that they have been commuting by non-SOV for years, but they don't get anything from the program. This is true because only people who are converted to non-SOV commuting by the program receive incentives. Many people are satisfied when we explain we are trying to have the greatest impact with limited funding and that each year they have been saving more than the incentive amount because they drive less. Others still find it unfair that we only "pay people who drive and don't give anything to those who are already doing the right thing."

14) Community Health Assoc, Spokane – "Find Another Way" Initiative

This project will provide financial incentives to reward employees who participate in this worksite's trip reduction program, with an emphasis on encouraging employees who already use a commute alternative to do so more frequently. This project proposed to reduce 11 annual commute vehicle trips. The award amount was \$5,500.

Results:

SOV trips were actually increased during the project timeframe. The Community Health Association of Spokane was reimbursed for startup costs.

Contractor feedback:

We want to continue with CTR, and continue to improve our participation through better processes.

15) Commuter Challenge – Regional Smart Commute Program

The Regional Smart Commute Program provided incentives for Puget Sound commuters to leave their cars at home and try a new way of getting to work. The program paid commuters \$3 per day to try an alternative to driving alone,

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up to a maximum of \$192 during a three-month trial period. The incentive program was targeted at commuters who work at small businesses with fewer than 100 employees throughout the four-county Puget Sound region (King, Kitsap, Pierce and Snohomish counties). This project proposed to reduce 299 annual commute vehicle trips. The award amount was \$100,000.

Results:

This project exceeded the projected goal by reducing 392 commute trips. Commuter Challenge received startup costs, the performance funding and a bonus.

Contractor feedback:

Media coverage and word of mouth will do wonders for stirring interest in your program. After rolling out our project in October 2004 with a brochure mailing, registration in the Smart Commute program was very light. We quickly put out a press release that was picked up by most of the local papers as well as the local NPR station. During the three weeks following the media coverage, registrations in our program skyrocketed and we soon found ourselves inundated with requests to participate.

Continued communication with participants is a key to success. One of the problems we ran into was how to deal with the large number of participants who were forced to wait several months to receive their incentives. We received the first 50% of our grant funding up front to cover start up costs and as many incentives as possible. However, once that funding was gone, we had to communicate to the remaining participants that they would not receive their incentive gift cards until we received the remaining grant funds from WSDOT. Because Commuter Challenge is a small nonprofit, it was impossible for us to "float" \$50,000 until the grant program ended in June 2005. Unfortunately, that meant that some of our participants have now waiting in excess of four months for their incentives. We regularly emailed participants updating them on the process and ensuring that as soon as the data review was complete and we received the second disbursement of grant funds, we would send out their gift cards. Some participants were not happy with the situation but we tried our best to dissipate any negative feelings about the situation.

Don't assume anything. Part of the problem indicated in above arose from our interpretation of the grant agreement. We were under the impression that as soon as we had enough data to show we had met our goals, WSDOT would release the remaining funds. However, it took more than three months from the time we sent in our data until the time we received the disbursement check. We had no idea the process would take so long and therefore overestimated the speed with which we would be able to send out the remaining incentive cards. I think in the future it would be

very beneficial to contractors if the disbursement process were clearly spelled out so they can plan accordingly and not run into any unnecessary surprises or delays.

Incentives work. There are many schools of thought floating around on whether or not incentives actually make any lasting impact on commuters choosing alternative modes. In our follow-up survey results, we've found that 72% of the participants initially signed up because of the incentive money but more than 80% of program participants plan to continue using alternatives to driving alone and 70% of them planned to do so 4 or more days a week. All of the participants in our program were regular SOV drivers at the time they registered and 67% were employed at worksites with fewer than 100 employees (the rest at larger worksites not affected by the CTR Law). The overwhelming reason people indicated they would continue using alternative commute modes was because they found they saved money (86%), had less stress (75%) and felt good about doing something for the environment (70%). Clearly, in some situations, incentives do give commuters that extra push to try an alternative to driving alone. It is not the incentive that makes them stick with their new commute modes, it is the lifestyle benefits and financial savings that keep them using the alternative modes.

16) Everett Community College – Save Your Loot, Save Your Commute

This project provided discounted parking fees for employees that carpool, walk or bike to work, discounted transit and vanpool fares, financial incentives to walkers and bicyclists, on-site ridematching, and enhanced promotions. The project also encouraged student trip reduction through discounted transit passes and gift certificates to the college bookstore. This project proposed to reduce 65 annual commute vehicle trips. The award amount was \$13,945

Results:

This project reduced 111 commute trips. ECC received startup costs and a portion of the performance funds.

Contractor feedback:

We should have requested significantly more money to reimburse for Security Office staff time because the grant took much more time than we had expected due to the survey requirements.

17) Fred Hutchinson Cancer Center – Save the Gas, Earn the Cash

This project proposed to reduce employee parking demand both on and off campus by offering financial incentives to increase the occupancy of carpools and vanpools. This project proposed to reduce 99 annual vehicle trips. The award amount was \$38,713.

Results:

This project exceeded the projected goal by reducing 116 commute trips. Fred Hutchinson received startup costs, the performance funding and a bonus.

Contractor feedback:

We learned that employees are influenced by rewards. Having a person designated to facilitate ride matching is very beneficial. It gave employees the tools they needed to make the change and the rewards became secondary.

18) Green River Community College – Transportation Alternatives at GRCC

This project will increase participation in CTR at the college's main campus through incentives, subsidies, promotions, aggressive promotion of telework, and installation of bike lockers. This project proposed to 256 annual commute vehicle trips. The award amount was \$100,000.

Results:

This project exceeded the projected goal by reducing 320 commute trips. Green River CC received startup costs, the performance funding and a bonus.

Contractor feedback:

Finding alternative means of transportation other than ride alone was fairly easy. It was a great way that our employees/students got to know each other on a person level. Commuting together was fun and easy and never took away inconveniences of not having your private vehicle on campus. The stress level was decreased once you arrived for work or school.

19) Kitsap Transit

This project proposed to provide employees/tenants in a new mixed-use development project in downtown Bremerton with subsidized bus passes, enhanced Flexcar access, and lifetime Flexcar membership. The project proposed to reduce 36 annual commute vehicle trips. The award amount was \$62,335.

Due to problems with the building lease, tenants not opening for business as originally planned, the inability to move forward with the private vendor administering the program, and the lack of response from Flexcar (for registration and keyless entry system), the project scope had to be changed. The scope of the project was changed to allow Kitsap Transit to administrate the "station car program," and to shift the funds for bus passes to training and installation of the station car equipment.

Results:

This project reduced 26 commute trips. Kitsap Transit received startup costs and a portion of the performance funds.

Contractor feedback:

The final project report was not submitted. WSDOT did not receive feedback from Kitsap Transit.

20) Nintendo of America – Onsite Flexcar

This project proposed to provide access to an on-site Flexcar, and four hours per month or Flexcar usage to all any employees who regularly use a commute alternative. The project proposed to reduce 22 annual commute vehicle trips. The award amount was \$9,200.

Results:

This project reduced 12 commute trips. Nintendo received startup costs and a portion of the performance funds.

Contractor feedback:

The Flexcar, while very popular and widely used, wasn't enough to achieve 22 trips, but we're pleased with the 12 that we did reduce.

21) Pierce County – Individualized Employer Support Program

This project brought together funds for financial incentives, part-time staff support, and personalized marketing materials that serve the needs of the participating employers. Five CTR-affected employers were selected and agreed to participate in this grant to receive funds for new financial incentives with part-time support staff. Each employer represents different areas of the county, they already have solid programs in place, and each have their own mix of barriers to commute trip reduction.

Two temporary full-time marketing/communication specialists were hired to work with MultiCare Health System, Pacific Lutheran University, Franciscan Health Care System and Good Samaritan Community Health Care. Each has 3 worksites, except for Pacific Lutheran University, which is spread out over a campus. The specialists were tasked with assessing the sites, developing the incentives and marketing materials, and providing help with the promotion of the incentives.

Incentives Used

Carpool for Cash: Carpool for Cash was the major incentive component, which was paid out in Visa debit cards. This incentive provided new carpoolers with the opportunity to earn up to \$80 after three months of using a carpool for at least 8 days each of those consecutive months or \$50 after just two months. Stand-up displays, brochures, transportation fairs, email, web and newsletter articles were used to promote the incentive. This incentive program ran 5 months.

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Books for the Bus: New bus riders who rode for 8 days a month for at least two consecutive months received a \$50 bookstore gift certificate and latte coupons. To generate interest bus riders were offered free breakfast days at their on-site cafeteria. This incentive program ran 3 months.

Calendar Prizes: Program participants were required to turn in monthly commute logs showing their mileage and modes used. Calendar prizes were used before the incentives began to register folks already using alternative commute modes and to educate often missed groups such as teleworkers and compressed workweek schedules.

Bike/Walk to Work Challenge: This promotion ran for one month and was sent to employees who live within 5 miles of the worksite. Personalized letters were the main marketing piece for this promotion. Employees earned up to \$25 for 5-9 bicycle or walk commutes and \$40 for more than 10 trips within the given month.

Transportation Fairs: Transit agencies and bike groups were organized to provide employees with a wide base of knowledge and activities during the transportation fair. Employees could take advantage of a bike corral to try different types of bikes on loan from local bike shops. Transit agencies provided online ridematching services, questions could be answered about local bus routes and vanpool formation, and a host of material was available including bicycle guide maps. Employees could also learn about the great promotions to earn the Visa debit cards. To attract employees to the fairs incentives were used such as a 10-minute massage from a licensed practitioner, game pieces for a chance to win logo mugs, and food. The fairs were extremely popular, especially when they could be combined with other health benefit events. On a smaller scale the specialists also staffed a table at the benefits fairs and in the cafeteria.

The project proposed to reduce 257 annual commute vehicle trips. The award amount was \$103,710.

Results:

This project reduced 506 commute trips and received startup costs, performance funds and a bonus.

Contractor feedback:

One of the largest lessons learned was that this type of project really needed at least one full year instead of the nine months we had available after hiring the marketing/communication specialists. You could also easily implement this type of project over a longer time period of 18-24 months. Another approach could be to work with smaller employment sites and not implement as many incentive programs.

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Grant timing did not always match up with the ETCs schedule. Since CTR is not their primary job task and often one of many other tasks, other issues outside of CTR often cropped up and we would not always have their attention at the ideal time to complete grant tasks. Often we solved these dilemmas by focusing our attentions on other tasks until the ETC was available.

The timing of the grant unfortunately coincided with several other countywide and statewide incentive programs such as Pierce County's Vantasic Rewards, the statewide RideshareOnline.com launch and the statewide vanpool Freewheeling. Plus the specialists needed to incorporate marketing for the statewide Wheel Options, Pierce County's Bike Month, and CarLess Commute Weeks. The timing of all of these events happened during a five-month period of the grant. Added to this was the stress of conducting the required state CTR survey. Plus all three hospitals had their federal accreditation review during this time. At times it was a definite scramble to stay on top of all the promotions, but the specialists were extremely organized and handled everything very well.

Throughout the grant we required the specialists to email the grant administrators with a weekly bulletin of completed tasks and tasks they would be working on for the next week. This worked extremely well and helped the administrators to plan ahead and provide assistance with aspects of the job that required additional input. The administrators also checked in several times with the ETCs to receive feedback on the work being completed on their behalf and to check on the general comfort level with the staff assistance. This provided valuable feedback and allowed for a chance to make suggestions for changes and head-off any potentially negative impacts.

The project team also learned more about employer-based commute option programs. They are as follows:

It is not enough to just provide employers with marketing kits which contain sample promotional pieces. Employers are too reliant on the ease of mass-email and putting up posters. Real success came from personalized assistance such as forming the matches for the employees, creating bus stop maps with basic riding tips and route information just for that site, and bringing the information to them at convenient locations and times.

The program needs to be branded and provided with an identity. Without a program name and logo to anchor all of the promotions and advertising efforts, the often-erratic timing of messages and the ever-changing messages they hear confuses employees. The branding effort provides a clear identity for the overall effort and allows employees to "connect the

Commute Trip Reduction Performance Grant Program

dots.” This clearer connection makes it easier for employees to react to the “call to action.”

Establishing even a small budget for incentive prizes can create a lot of positive publicity for the program. The key is delivering the prizes in a prominent manner in front of the winner’s peers. This also provides a chance to quickly explain why the employee won a prize and the benefits they could reap too from ridesharing.

Transportation fairs do work, but require planning and coordination with a lot of organizations such as transit agencies, bike groups, and on-site facilities. Providing some type of incentive is also crucial to good attendance. Pre-distribution of game pieces to employees through routing or break rooms brought several employees to the fair. Some of the game pieces were automatic winners for a travel mug. There was also a second chance to earn a mug for completing a ridematch application or registering on the spot for one of the many incentive programs such as Carpool for Cash. Another large draw was a 10-minute chair massage from a licensed practitioner. At many of the fairs food such as chocolate covered strawberries, cookies and pop was also offered.

There were three new financial incentives offered throughout the grant: Carpool for Cash, Books for the Bus and a bike/walk challenge. Carpool for Cash had the largest participation and was the only incentive that required registration to receive the payout. It was difficult to plan and measure progress of the other promotions without registering employees. The employees also seemed to remember and invest in promotions more when signing a form was involved.

At one site, the specialist had the opportunity to present at several of the staff meetings. The first week of staff meeting presentations taught us an important lesson. To our surprise, it wasn’t the new programs or cash prizes catching the audience’s interest, but local statistics about the importance of alternative transportation. The presentations were revised to open with a trivia game and the person with the closest guess would win a prize.

It became very clear, very fast that employees tended to trust the specialist when they were viewed as an “insider” to their organization. Having the appropriate employee email, badge and other identifiers proved crucial to gaining employees’ trust and saving the ETC time.

Emphasizing commute options again and again, in a variety of mediums, proved effective. For example, We heard several times that employees would see the ZIP code map, read about commute options in a newsletter, and then decide to finally inquire at the transportation fair.

Using “Everybody Wins” campaigns was important when launching the financial incentives for just the new ridesharers. Even small prizes such

as a candy bar to all participants who returned a monthly calendar helped maintain loyalty from current members.

The most effective time of day for tabling was during lunchtime. Morning and at shift end was too rushed and not as many employees were willing to take the time to talk.

Tap into all of the resources at the employment site. The hospitals provide free valet parking to visitors. Working through the valet staff, a free valet day was offered to carpoolers. Ground maintenance was able to provide potted plants to be used as prizes. In order to promote the Mexican vacation grand prize with Wheel Options, the cafeteria staff agreed to offer a Mexican themed menu one day and even dressed up for the occasion. Latex balloons were purchased in bulk and filled at the on-site gift shop at a discount or for free. We learned that we just needed to simply ask and many times we received what we wanted to help promote CTR.

22) Pierce Transit – Vanpool Incentives – “Vantastic Rewards”

The Pierce County CTR Team (Pierce Transit, City of Tacoma, Pierce County) offered a vanpool incentive and recruitment program called “Vantastic Rewards”. Vantastic Rewards offered incentives to new vanpool riders and those who recruited new vanpool riders. The program was available to any public agency vanpool (i.e. Pierce Transit, King County Metro, Intercity Transit, etc.) ending at a Pierce County worksite. New riders who rode at least 12 days a month for three consecutive months earned a \$150 Visa gift card. Those who recruited a new rider earned a \$50 Visa gift card per recruit. (A new rider was someone who hadn’t ridden in any public agency vanpool in the previous six months.)

We kicked off our promotion at our ETC Network session. We explained the program in detail and distributed brochures (which included a registration form for each participant) and worksite posters for the Commuter Information Centers. To ETCs who didn’t attend the network and to current Vanpool drivers/riders, Pierce Transit Vanpool Coordinators, and other transit agencies, we provided marketing pieces such as an introduction letter, FAQ sheet, flyers, and brochures. We were able to email the registration form as well to sign up new participants throughout the promotion. Periodically we also sent cut-and-paste emails to ETCs to continue advertising the campaign.

The project proposed to reduce 120 annual commute vehicle trips. The award amount was \$45,000.

Results:

This project reduced 52 commute trips and received startup costs.

Contractor feedback:

We didn't fine tune our projected calculations based on the parameters of this grant. When determining our goals for this grant (120 annual commute trips to be reduced over the course of the project) we used a past vanpool promotion to project the numbers. During March – May 2003, Pierce Transit offered a similar vanpool incentive and referral program. The incentives ranged from \$20 - \$100 and were given out to voluntary primary drivers, bookkeepers, back-up drivers, new riders and referrals. The incentive program attracted 158 new riders. Similarly, Pierce Transit has been offering the "Free to Go" promotion since June 2002. The program offers commuters the chance to try vanpooling with five free trips. Since the promotion's inception, 328 commuters have taken advantage of the promotion and 276 of them joined the vanpool after their 5-day free-trial period. This promotion experienced an 84% "sign-on" rate.

Based on the above statistics with an average of 50 new participants per month, we believed our grant over 25 weeks would realize 300 participants. Based on the 84% "sign-on" rate we expected that 250 of the program participants would remain with the program after the incentives had ended. A high weekly trip count was also expected since historically 73% of Pierce Transit's vanpoolers ride five times per week.

The results showed much lower numbers. 95 participants registered for the program (took the baseline survey) and 65 participants were still vanpooling at the end of the promotion (and took the final survey.) This promotion resulted in only 68% of the vanpoolers remaining with the program, rather than our previous 84% rate.

Our grant stipulated that any new vanpool rider coming to a Pierce County worksite would be eligible. While this was a creative angle to take and hadn't been done before, it limited us to the number of current vanpools that were "eligible" for new ridership. When we began the grant, there were only 99 vanpools coming to Pierce County worksites. (This included Community Transit, Intercity Transit, and King County Metro vans.) The previous campaigns included all Pierce Transit vanpools going within or outside Pierce County (which is nearly 300 total). Fine-tuning our calculations should have included this change from the previous campaigns.

Tracking monthly ridership for each participant was very time intensive. Full cooperation was needed from the Vanpool Coordinators not only at Pierce Transit, but at the other agencies as well. Copies of ridership reports were needed as quickly as possible each month to determine if an incentive was earned. Also, participants were very impatient to receive their Visa cards. They wanted them immediately. It was a bit challenging at times "reminding" them that they would receive their cards within 60

days after they completed riding for three months – not the next day or week.

The calculations needed for this grant were too complicated and very time intensive. The calculations for performance need to be much easier and need to be easier to explain to the layperson. Explaining those calculations to others within our agencies is next to impossible. More explanation needs to accompany results provided by WSDOT staff so we can verify and justify those results within our agency.

23) Sage Manufacturing – Share and Save

This project proposed to subsidize vanpool fares and transit passes, and offered employees the ability to set aside money on a pre-tax basis to pay for vanpool, bus, and ferry fares as part of a Flexible Commuter Spending Program. The project proposed to reduce 16 annual commute vehicle trips. The award amount was \$6,000.

Results:

This project reduced 18 trips. Sage received startup costs, performance funds and a bonus.

Contractor feedback:

Vanpooling is not as easy to implement with our small business and convincing employees it is ok to car pool or vanpool with folks from other companies is not easy. On the positive side we are expanding our staff and our parking is limited. This program has helped up alleviate some of our parking constraints.

24) Spokane Transit Authority – Countywide Vanpool Incentive Program

This project proposed to increase the use of vanpooling by offering a program of gradually diminishing financial incentives to vanpool drivers, and by providing STA employees an opportunity to win prizes for participating in the agency's CTR program. The project proposed to reduce 75 annual vehicle trips. The award amount was \$17,550.

Results:

This project reduced 155 trips. STA received startup costs, performance funds and a bonus.

Contractor feedback:

I wouldn't implement two programs at once. STA's program was easier to implement and track than vanpool. It was easy to set the expenditures. Vanpool was time consuming. The uncertainty of the number of participants posed problems too. I ran out of money because the

response was significant. I'm happy the goal was reached and am able pay the recipients. I would do this differently next time.

25) The Evergreen State College – Commuter Contest Pilot Program

This project proposed to reduce the need for costly expansion of the college's parking supply by encouraging students and part-time and shift employees not affected by the CTR law to reduce drive-alone commuting through the use of public education, financial incentives, and lockers that can be assigned to individuals. The project proposed to reduce 22 annual vehicle trips. The award amount was \$9,000

Results:

SOV trips were actually increased during the project timeframe. The Evergreen State College was reimbursed for startup costs

Contractor feedback:

Difficulty with how to collect and submit data for WSDOT to calculate trips reduced. Did not know who to contact in DOT to get help.

26) The Spokesman Review – Commute Incentive Program

This project proposed to develop and implement a new CTR satellite program for tenants and company employees/new hires in the Spokesman Review's downtown headquarters, and provide new participants with financial incentives, amenities such as bike cages, and a guaranteed ride home program. The project proposed to reduce 20 annual vehicle trips. The award amount was \$6,400.

Results:

This project reduced 12 trips. The Spokesman Review received startup costs and performance funds.

Contractor feedback:

Working with building tenant group to address CTR needs was not as fruitful, while working with “company employees-new hires” group grew in participation.

SR preferential parking was not of interest to building tenants as parking was paid for by employers or was parking was not an issue. The secured bike facility was accessed by several building tenants during the spring and summer months only. Tenants were not responsive to CTR invitations therefore program registration was difficult.

However, the “company employees/new hires” group participation increased in response to one-on-one personalize CTR service and education. Incentives offered were relative and meaningful. The company increased its payments toward bus pass subsidies decreasing the amount

employees pay for passes to encourage using STA Transit bus services. Bus passes sold increased with 10 new riders, and employees' commute expenses were further reduced.

27) URM Stores, Inc. – Employee CTR Incentives

This project proposed to increase the monthly CTR incentive program and require employees to achieve a higher level of participation to qualify for the increased incentives. The project proposed to reduce 17 annual vehicle trips. The award amount was \$7,000.

Results:

This project reduced 25 trips. URM Stores, Inc. received startup costs, performance funds and a bonus.

Contractor feedback:

Employees respond to the opportunity to win big prizes. The amount paid for each trip is not enough to cover the investment it would take to reduce enough trips. The survey week was successful, however it is not indicative of the year ... in other words, the carpool numbers for the survey week were high, but it is not what is occurring the rest of the year. \$400 - \$500/year/person is not enough incentive.*

*URM used incentives to increase participation during the survey week (see Lessons Learned – Areas for Improvement).

28) Washington State Department of Transportation – The Amazing Commute

This project will enhance the visibility of the agency's CTR program, and reinforce and encourage employee participation in multiple new commute modes over a nine-month period through an interactive challenge. The project is expected to reduce 624 miles per day and 24 annualized vehicle trips, at a cost of \$460 per trip. The award amount was \$11,040.

Results:

This project reduced 12 trips. WSDOT received startup costs.

Contractor feedback:

The traveling public appreciated the one -stop shop transportation tools on an interactive board. I also realized mid-way through my project that the amount of employees moving out of King County and increasing their miles traveled to my worksites located in King County was going to be a tuff on the over all results of reducing VMT rates.*

*The overall impression of the contractors was that the greater commute lengths (VMT) would negatively impact the performance calculations (see Lessons Learned – Areas for Improvement).

29) Washington State Ridesharing Organization – Rideshareonline.com Promotion

This project proposed to provide marketing and communications support for the expansion of Rideshareonline.com to a statewide audience. The project proposed to reduce 192 annual vehicle trips, at a cost of \$260 per trip. The award amount was \$50,000

Results:

This project reduced 387 trips. WSRO received startup costs, performance funds and a bonus.

Contractor feedback:

The final project report was not submitted. WSDOT did not receive feedback from Kitsap Transit.

What Will You Do With the Money You Receive?

This question was asked in the Project Update Questionnaire that was sent to each recipient in May 2005. Four out of the 29 recipients who completed their project did not respond to the questionnaire.

What will you do with the money?	Number of contractors
Reinvest in the program	9
Buy more prizes / incentives	8
Reimburse project costs	4
Purchase lockers	1
Retain CTR facilitator	1
Recognition party	1
Unclear*	1
Did not respond	4

*This contractor's indicated that "no money would be issued through this grant effort" – it was unclear what this statement meant.

Lessons Learned

This section takes a look at the success of the program and the areas that need improving.

Project success

Perhaps the most important lesson learned was that programs like this *can* be successful!

One of the keys to success for the 14 contractors that exceeded their goal was offering financial incentives. Twelve of the fourteen contractors that exceeded their goal used financial incentives to increase participation in their project. They found that once a participant used a commute alternative, they were more inclined to continue using the alternative, even after the incentives ran out.

Program Successes

- Nearly 50% of the projects exceeded their goal
- 75% of the projects received performance funds
- Overall goal was exceeded by 41%
- Over 5,100 trips were removed from the highway system at approximately half the cost of providing new highway capacity*

**Based on the optimal tolling rate for efficient use of the highway system in the Puget Sound region.*

Areas for Improvement

Due to the short timeline for implementing the 03 – 05 CTR Performance Grant Program, inconsistencies within some of the program elements caused confusion among many of the contractors¹. Dealing with these issues has helped WSDOT to identify areas to improve within the overall program, as well as ways to increase the likelihood of success for future recipients.

Confusion

Areas within the program that caused confusion among the contractors were identified mainly through conversations, a Project Update Questionnaire (April `05) and a Final Project Report (June `05).

- The programs purpose
 - Is it a traditional grant program or an “entrepreneurial” program to create new trip reduction services?
 - ✓ *WSDOT revised the language in the Washington Administrative Code (WAC) to emphasize sustainable, cost effective trip reduction” as the purpose of the program.*
 - If it’s a grant, why do funds depend on performance?

¹ The concept of buying and selling trips to help reduce congestion is new. No other states have attempted this type of project, which added to the difficulty of designing and implementing the program within the short six-month timeline.

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- ✓ *All mention of “grant” was removed from the program to help focus attention on the performance features.*
- If it's intended to attract entrepreneurs and encourage innovation, why is the risk so high? [shared risk - 50% WSDOT / 50% contractor].
 - ✓ *Shared risk is used to create a “cost effective” environment for trip reduction, and to encourage performance.*
 - ✓ *TRPP contractors can earn a profit by selling avoided trips. This is intended to attract entrepreneurs who may, for example, be paid by employees to participate in car / vanpools, by the employer for eliminating parking and the associated costs, and by WSDOT for removing trips from the highway system. WSDOT's marketing strategies will be designed to better convey this message.*
 - ✓ *The review criteria for selecting projects was revised to include “innovation” so that new ideas and/or projects that are new to an area will be awarded additional points in the selection process.*
- The measurements / surveys and calculations
 - Instructions on how to calculate the number of trips the project would reduce were confusing.
 - ✓ *WSDOT is revising the instructions to make them more user friendly.*
 - Instructions on when and how to survey were difficult to follow – not enough information was provided.
 - ✓ *WSDOT is revising the instructions to make them more user friendly. This aspect will be reemphasized in the TRPP training.*
 - Nearly half of the recipients indicated having problems with the measurement methodology as outlined by WSDOT in the contract language.
 - ✓ *WSDOT is revising the instructions to make them more user friendly. Measurement methodologies will be documented in the contract.*
 - Offering incentives during the survey/measurement week causes an inaccurate “picture” of what is occurring during the remainder of the year, thus skewing the performance results.
 - ✓ *WSDOT will continue to discourage the use of incentives during the survey week.*

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- Calculating VMT – the majority of the contractors believed that that the trip value was decreased at a rate corresponding to the trip length or VMT.
 - ✓ *WSDOT will clarify the VMT, provide the average VMT and will also provide a tool to help calculate the proposed and final VMT reduction.*
- Coordination and a designated contact person
 - How this program was coordinated with local or regional efforts to encourage trip reduction needed clarification.
 - ✓ *WSDOT will require additional questions on the application to help minimize double counting. The burden of proof will be placed back on the applicant. If project overlap occurs, WSDOT will notify the applicant and if no adjustment is made (and the project is selected), WSDOT will adjust the payout by dividing amount per trip by the number of TRPP projects in which they are participating.*
 - Twenty-seven percent of the contractors that responded to the Project Update Questionnaire (eighty-seven percent response rate) specifically identified “difficulty finding help” as the major problem they experienced with their project.
 - ✓ *WSDOT has hired new staff that will be available to assist in the development of projects and guide the applicants / contractors throughout the project timeframe.*

Program Inconsistencies

Inconsistencies between WAC 468-60, the application, the contract and website were identified as areas that needed to be improved.

- Projected goals
 - A number of participants either over or underestimated the number trips their project would reduce.
 - Due to inconsistencies between the application and the contract, recipients were confused regarding the relationship between the award amount, the price per trip and the projected goal [the award amount divided by the trip price equals the number of trips the project will reduce].

The proposed number of trips reduced and the total funds requested were indicated in the application but the trip price was not. The contract did not include the price per trip as well. Often, the projected goal differed between the application and the

contract. This led to confusion on whether performance funds would be available, and how to calculate the amount.

✓ *The language in the above mentioned documents will be revised to ensure consistency. WSDOT will work closely with the applicants to help ensure an accurate estimate of the trips reduced and will provide tools to help applicants with their estimates. The contract will contain the information necessary to determine the project's performance, including the number of trips reduced, the total funds requested, and trip price.*

- The timeline for start and end dates
 - The majority of the contractors felt that the timeline was too short.
 - Some projects were just beginning to gain momentum when the time ran out.
 - Some potential participants declined because they felt the risk of not receiving the total award amount was increased due to the short timeline
- ✓ *The program was revised to allow projects to last up to five years. Contractors will be able to determine the timeframe of their project (up to five years).*
- The payment structure
 - The due date for the final measurement data to be submitted in the contract differed from the due date in the WAC.
 - ✓ *The due dates have been outlined in the WAC and will be reflected in the contract.*
 - Due to errors in the calculation found in Exhibit II of the contract, five projects fell into a category where overpayments were necessary to meet the terms of the contract. They were overpaid a total of \$24, 204.
 - ✓ *The measurement calculation in the contract will be simplified and revised to eliminate this error.*

Final Project Report

As stated in the contract, a final report from each contractor was required. A form was created and sent to each contractor with the invoice for payment. Five of the contractors did not send in a final report.

Note: In the next round of projects, the final payment will not be issued until WSDOT receives the Final Project Report.

Appendix A

Program Redevelopment

Revising WAC 468-60

The first order of work to improve the CTR Performance Grant Program was to revise WAC 468-60. A work plan was created that identified areas for improvement (see Appendix A).

Problem Statement:

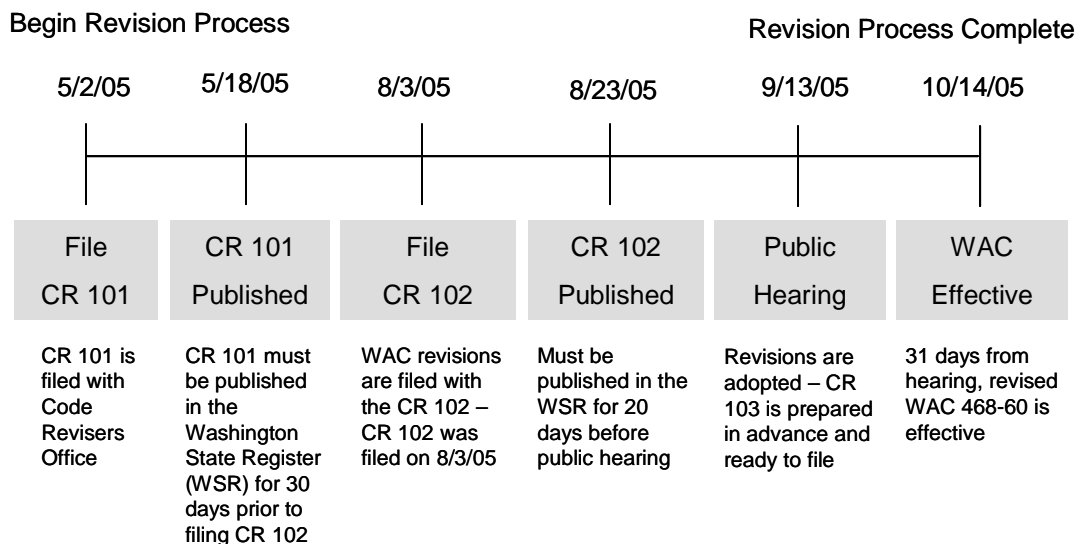
Improvements to the program are necessary in order to better achieve the CTR Task Force's objective – to create sustainable, cost effective trip reduction services. Any revisions to the program's design need to take place prior to the next round of grants.

Objectives:

- Revise the language in WAC 468-60 to better communicate the intent of the program.
- Redevelop the program to focus on creating sustainable, cost effective trip reduction services.
- Encourage innovation and attract entrepreneurs.
- Eliminate the inconsistencies and areas of confusion
- Complete the process within 6 months

WAC 468-60 Trip Reduction Performance Program

Revision Timeline



Process for Redevelopment

The following is the basic outline to begin the process of redeveloping the program.

1. Appoint a review and development committee
2. Identify areas for review and improvement
3. Present recommendations to the CTR Task Force
4. Revise the program WAC
5. Develop new marketing strategy and materials

Review and Development Committee

The review and development committee was made up of CTR Task Force members, '03 – '05 Contractors, and interested parties. The committee met weekly during June / July of 2005.

Committee Results

The committee developed seven recommendations, all adopted by the CTR Task Force. They are:

1. A new program name
2. Clarify Purpose by focusing on:
 - a) Cost effective trip reduction
 - b) Sustainability
 - c) Innovation
3. Allow multi-year projects (3 to 5 years)
4. Timeline
 - a) Specify start date in application
 - b) Specify measurement timelines
 - i. Conduct baseline at beginning of project
 - c) Pay startup costs only after baseline survey is conducted
5. Trip pricing / payment
 - a) Use optimal tolling for the highway system in the Puget Sound region
 - b) 50% startup costs
 - c) Single “per trip” cap statewide
 - d) 120% or \$460 (whichever is less) for each trip that exceeds projected goal

Innovation

A new project for the area.

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6. Geography – a minimum of ...

- a) 10% from Puget Sound region (King, Pierce, Snohomish)
- b) 10% from non-Puget Sound region
- c) 10% for statewide projects

WSDOT is bound only if there are applications that fit the structure and are viable, cost effective trip reduction projects.

7. Coordination

- a) Notify review team an applicant of potential for overlap
- b) If project overlap occurs, adjust the payout by dividing the amount per trip by the number of TRPP projects they are participating in.

Appendix B

WAC 468-60 Revision Work Plan

Revision Process:

1. Process to develop recommendations on WAC language and pending issues
 - a. Create sub-committee consisting of WSDOT, prior contractors, and TF members
 - b. Brainstorm issues, analyze data and make recommendations
2. Issues to Address:
 - Program's Purpose
 - Clarify purpose – “What is it we are trying to do?”
 - a. Create innovative trip reduction strategies?
 - b. Create cost effective trip reduction?
 - c. Target trip reduction services?
 - d. Create a sustainable trip reduction mechanism?
 - Messaging
 - There are mixed messages – The purpose of the grant program does not come across in the WAC language. Areas to address:
 - a. Focus on buying and selling avoided trips
 - b. Focus on project innovation and trip reduction performance
 - Redesign of program
 - a. Allow for multi-year (3-5 year) projects
 - b. Establish program timelines for contracting and implementing projects
 - c. Reevaluate project focus:
 - i. General trip reduction strategies
 - ii. Employer based
 - iii. Residential based
 - iv. Cost effectiveness
 - d. Reevaluate the purchase price for reduced trips
 - e. Reevaluate the payment structure
 - f. Geography
 - Coordination
 - a. Clarify how this program is coordinated with local or regional efforts to encourage trip reduction
 - b. Coordinate with research being performed on trip pricing
 - Program's measurement
 - a. Clarify the data collection requirements for the program
 - b. Baseline and final data measurement deviations need to be clear prior to signing contract
 - c. Timeline
 - d. Duplicate records
 - i. More than one jurisdiction using same site data for calculating trips reduced
 - e. Segregating the sites in Annual CTR survey from sites specific to the performance grant
 - f. Aggregation of employers and payments
 - i. King County – B-Trip model vs. lump sum approach
 - Communication
 - a. Need language consistency between WAC, contract, web, etc.
 - b. Need to identify the target audience for the program
 - c. Marketing to establish effective marketing strategies to reach the target audience
3. CTR Task Force – final recommendation to WSDOT